

*Admiral Showers*

17 July 1972

MEMORANDUM FOR THE RECORD

SUBJECT: The Allocation of Intelligence Support Resources

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1.

visited DSG this date. The discussion centered on whether a standardized way of looking at intelligence support resources could be developed for analysis and evaluation purposes. Data output that distinguishes between support resources directly related to collection and processing and support resources related to institutional overhead are needed. Cliff requires this degree of specificity so that support costs and manpower can be more rationally allocated to collection sensors and their geographic and subject targets in the DIA Master Collection and Processing Plan (MCPF).

2. Carl and Jim outlined the NSA resource reporting system for the CCP, which is based on ASD (Comptroller) programming and reporting requirements. Cliff agreed that NSA's method of handling support would be a good starting point for examining support allocation for the GDIP/SRV, and for further discussions concerning a uniform approach to allocating support resources. Tentative agreement was reached on the following conceptual points:

a. Some support costs, although identifiable with specific units and activities, are not affected by changes in the geographic or subject targeting of collection systems. These costs remain relatively constant whether resources for a unit or activity are increased or decreased. They should not necessarily be considered in making decisions concerning the resources to be allocated for collection operations. These costs are, however, important for questions concerning the impact of changes in program structure, and concerning the balance between overhead and operations. For some specific analyses, they might be spread to collection systems, provided the methodology is clearly stated.

b. Some support costs may be attributable to the PI mission but not to specific systems or organizational components directly engaged in PI functions. These costs are also largely unaffected by changes in target orientation. They are important for consideration of the impact of changes in program structure and of intra-program and inter-program balance. They cannot be spread with validity among sensors or targets for comparisons of the cost of collection systems or the cost of their operations.

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c. The arbitrary spreading of total support resources among PI units and activities, collection systems, or targets would present a false picture of resources in relation to substantive intelligence work, and should be avoided. Support resources should be attributed to functions, systems (sensor-platform), or targets only where those resources can be realistically identified.

d. Current subject targets are designed to apply equally to all PI functions. Some other way of structuring targets might provide a more suitable basis for the allocation of collection and processing support resources.

3. It was agreed that the discussion should be continued informally to explore approaches for standardizing the attribution of mission and multi-mission support resources for the CDIP Programs. The purpose of this effort will be to (1) provide an output display of CY72 resources data which will incorporate a standard view of support costs for all major CDIP Programs, and (2) recommend revised resource reporting instructions for CY73 to ensure standardized reporting for support resources community-wide. Because of his study effort on overall needs for intelligence community information, RADM Showers might be interested in participating in the discussions. Specifically, the following questions should be addressed:

a. The extent to which the ASD (Comptroller) instructions provide data elements and definitions that are suitable for the description of intelligence support resource categories.

b. The extent to which uniformity can be achieved in the definition and allocation of support resources in the CCP and the GDIP/SRV.

c. Approaches for dealing with situations which require different methods for the allocation of support resources.

d. A proposal for revised CY73 support resource reporting instructions.

e. A proposal for an interim method of spreading support resources reported in CY72 that is suitable for revision of the DIA MCPP.

f. The definition of problems that cannot be resolved through informal discussion.

g. A determination whether the unresolved problems warrant formal study.

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4. It was agreed that, as a first step, it will be necessary to review the present reporting system for support resources, and the various units and activities that are involved in support functions. Areas of dissimilarity in resource reporting between the CCP and the GDIP/SRV will be identified. Using the CCP system as a point-of-departure, approaches for bringing CCP and GDIP/SRV support resource reporting and output displays in line with one another will be discussed. DSG will provide technical advice and data support to the discussion group. Investigation will proceed along the following lines:

- a. Review current definitions for support functions, including those of the ASD (Comptroller).
- b. Define categories for support resources according to the specificity with which they may be attributed to PI Collection and processing systems.
- c. Examine mission and multi-mission resources reported for CY71 and apportion those attributable among the categories defined in b., above.
- d. Determine whether there is a realistic rationale for apportioning support resources among collection and processing systems to which they cannot be directly attributed; apportion where possible.
- e. Examine remaining, unapportioned support resources, if any, and determine how they should be related to the collection and processing functions.
- f. Determine the desired formats for displaying support resource data.
- g. Apply the results of a.-f., above, to CY72 support resource data when it becomes available.
- h. Apply the insights and methods resulting from a.-g., above, to the development of recommendations for the revision of resource reporting instructions for CY73.

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